



FEMA

POSITION TASK BOOK FOR THE POSITION OF

National Qualification System

SHELTER MANAGER (TYPE 1)

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1. Competency: Assume position responsibilities

Description: Successfully assume the role of Shelter Manager and initiate position activities at the appropriate time according to the following behaviors.

1a. Behavior: Establish effective relationships with relevant personnel

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Establish and maintain positive interpersonal and interagency working relationships: <ul style="list-style-type: none"> ● Outgoing Shelter Manager or Shelter Management Team ● Local agencies ● Hosting unit ● Policy group ● Shelter operations and mass care ● Public ● Supporting agencies 	E, F, I		

1b. Behavior: Gather, update, and apply situational information relevant to the assignment

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
2. Collect information from outgoing Shelter Manager or other personnel responsible for the shelter: <ul style="list-style-type: none"> ● Information on incident relevant to the shelter's support activities ● Information on the shelter's organizational structure 	E, F, I		
3. Receive initial briefing from supervisor—one-on-one or in team meetings: <ul style="list-style-type: none"> ● Incident priorities, goals, and objectives ● Initial instructions concerning shelter priorities ● Expected time frames for briefings, planning meetings, and team meetings ● Any limitations and constraints that affect operations and strategies ● Review: <ul style="list-style-type: none"> ○ Incident plans ○ Shelter plan ○ Current national situation ○ Assigned resources and their status ○ Established and operating facilities ○ Anticipated incident duration, size, and type ○ Shelter responsibilities and expectations ○ Position responsibilities and expectations 	E, F, I		

1c. Behavior: Successfully assume the role of Shelter Manager and initiate position activities

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE

4. Arrive properly equipped at designated time and location. Check in according to agency/organization guidelines: <ul style="list-style-type: none"> ● Carry out check-in procedures and ensure assigned personnel do the same ● Obtain and assemble all supplies, tools, and technology to perform the tasks of the position 	E, F, I		
5. Relay, support, and maintain operational rhythm: <ul style="list-style-type: none"> ● Prepare a shelter support plan, gathering information from all appropriate shelter personnel to determine support needs ● Complete situation reports for the shelter related to the current operational phase 	E, F, I		

1d. Behavior: Ensure availability, qualifications, and capabilities of resources to complete assignment

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
6. Coordinate with appropriate stakeholders to provide for the needs of shelter residents: <ul style="list-style-type: none"> ● Child care ● Unaccompanied minors ● Personal assistance services ● Access and functional needs (AFN) ● Health services ● Mental health ● Feeding ● Translation/communication support ● Service animal support and care ● Pet care, if appropriate ● Family reunification 	E, F, I		
7. Order necessary resources to achieve shelter objectives: <ul style="list-style-type: none"> ● Request additional personnel, supplies, services, and equipment within the established ordering processes ● Request equipment, including items listed in the FEMA Commonly Used Sheltering Items & Services Listing (CUSI-SL) or other shelter resource guide, as appropriate to the needs of the shelter residents 	E, F, I		

1e. Behavior: Establish or determine organizational structure, reporting procedures, and chain of command of assigned resources

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
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<p>8. Activate shelter:</p> <ul style="list-style-type: none"> ● Establish appropriate shelter areas and shelter organization, and assign staff responsibilities, while maintaining span of control. Activity areas may include: <ul style="list-style-type: none"> ○ Registration (manual, electronic, alternative access) ○ Facility identification and signage ○ Feeding ○ Dormitory ○ Health services ○ Mental health and emotional support services ○ Logistics ○ Recreation ○ Child care ○ Household pet and service animal support, ● ● Ensure availability of appropriate resources ● Conduct supporting activities within operational period ● Follow protocol for communicating daily accomplishments to the Documentation Unit or appropriate personnel ● Establish operational rhythm and establish daily briefing/debriefing schedule with assigned personnel ● Follow process for resource requests/releases for operational planning purposes ● Assign staff, teams, or units, as appropriate ● Participate in planning meetings to determine shelter organization, support tactical assignments, ensure resource support and coordination needs, and identify other considerations for the next operational period if applicable 	E, F, I		
<p>9. Supervise and adjust shelter organization and operations based on changes in incident situation and resource status:</p> <ul style="list-style-type: none"> ● Maintain shared situational picture throughout the shelter ● Provide for functional and geographical supervision as necessary ● Ensure effective use and coordination of all assigned resources ● Constantly monitor objectives and overall shelter operations for efficacy and safety 	E, F, I		

2. Competency: Communicate effectively

Description: Use suitable communication techniques to share relevant information with appropriate personnel on a timely basis to accomplish objectives in a potentially rapidly changing environment.

2a. Behavior: Ensure the exchange of relevant information during briefings and debriefings

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
10. Prepare for and participate in briefings with other branches, divisions/groups, units, and incident staff: <ul style="list-style-type: none"> ● Share and evaluate information with shelter staff ● Identify safety hazards and mitigation strategies with the Safety Officer ● Maintain situational awareness of all activities within the shelter, including: <ul style="list-style-type: none"> ○ Health services ○ Mental and emotional health services ○ AFN support services ● Maintain quality updates for Public Information Officer (PIO) 	E, F, I		

2b. Behavior: Ensure documentation is complete and disposition is appropriate

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
11. Ensure incident documentation and administrative requirements are complete: <ul style="list-style-type: none"> ● Submit incident narrative to supervisor ● Complete and submit activity log to Documentation Unit or appropriate personnel for each operational period ● Ensure all personnel and equipment time records are complete and submitted at the end of each operational period ● Ensure use and accuracy of logs and shelter reports, to include National Shelter System (NSS) and any other shelter-specific reporting tools or systems ● Comply with documentation requirements of supporting agencies 	E, F, I		

2c. Behavior: Communicate incident priorities and operations

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
12. Update supervisor on current accomplishments or problems and complete incident forms as necessary: <ul style="list-style-type: none"> ● Comply with documentation requirements of supporting agencies 	E, F, I		

3. Competency: Ensure completion of assigned actions to meet identified objectives

Description: Identify, analyze, and apply relevant situational information and evaluate actions to complete assignments safely and meet identified objectives. Complete actions within established time frame.

3a. Behavior: Plan for demobilization and ensure staff follow procedures

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
13. Assist in development, approval, and implementation of demobilization plan: <ul style="list-style-type: none"> ● Coordinate with supervisor during development and implementation ● Coordinate with appropriate partners regarding demobilization procedures ● Coordinate with casework and recovery planning teams ● Coordinate shelter needs and responsibilities ● Provide information to supervisor to assist with decisions on release priorities 	E, F, I		
14. Complete process for demobilizing shelter responsibilities: <ul style="list-style-type: none"> ● Reinforce emphasis on safety and accountability during this phase of the operations ● Brief staff on demobilization responsibilities ● Ensure all staff demobilize in a timely and complete manner ● Brief replacement, if necessary ● Ensure adequate shelter closing notice is posted and client housing needs are met 	E, F, I		
15. Ensure facility is clean and returned to preoccupancy condition: <ul style="list-style-type: none"> ● Facility and grounds are clean ● Repair or replace (if lost or unrepairable) all equipment and supplies used during sheltering 	E, F, I		

4. Competency: Lead assigned personnel

Description: Influence, lead, and direct assigned personnel to accomplish objectives and desired outcomes in a potentially rapidly changing environment.

4a. Behavior: Ensure the health, safety, welfare, and accountability of assigned personnel

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
16. Ensure accountability of all personnel: <ul style="list-style-type: none"> • Staff sign-in/sign-out process • Coordinate with assigned personnel to conduct personnel accountability checks • Validate accountability with supervisor 	E, F, I		
17. Ensure public health resources are in place, including hand sanitizer, cleaning and janitorial schedule, waste removal, and recycling.	E, F, I		

4b. Behavior: Establish work assignments and performance expectations, monitor performance, and provide feedback

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
18. Prioritize work within the shelter.	E, F, I		